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5 June 1984

MEMORANDUM FOR: Chief, Contract and
Allowances Division

Attention: Chief, Staffing Branch

FROM:
Chief, Human Resources
Planning Staff

SUBJECT: Separation Review FY 1979 -
FY 1984 (Midyear)

1. HRRPS has now completed a review of the Agency separations from 1979 through March 1984. The attached material provides the results of this review and responds to your requests in our recent discussions concerning the OP goal of improving the retention rate for employees. The following paragraphs provide some of the highlights of the requested review.

Separation Reason:

2. Excluding retirements and terminations, the reason employees give for separating has changed over the past 5 1/2 years. In FY 1979 almost 15 percent of the separating employees indicated that they were leaving for reasons of pay or advancement; as of mid-year FY 1984 over 50 percent have left for this reason. Those leaving for family related reasons have dropped from almost 35 percent in FY 1979 to just over 20 percent for FY 1984. (Overall, the largest percentage of separating employees indicate that they are leaving for better pay and advancement.)

Directorate/Career Service:

3. Our review discloses very little difference between absolute numbers when either directorates or Career Services are compared. In either case, it is not surprising that the majority of employees who separated came from the M Career Service because it is the largest. There were differences, however, in the reasons given by separating employees from different directorates. Almost 30 percent of the M careerists who separated indicated family related reasons for leaving. The D careerists were even higher in this area with almost 40 percent of the employees leaving the D Career Service indicating this reason. In comparison, only a little over 20 percent of the employees leaving the R Career Service gave family related reasons for leaving, while almost 38 percent indicated they were leaving for better pay or advancement. Excluded from these percentages are retirements and terminations.

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Age and Agency Service:

4. After retirements were excluded from this separation review, we were not surprised to find that over 80 percent of the employees who separated did so with less than 10 years of Agency service. The predominate age of those who separated seems to be between 25 and 29. The most common separation reason indicated by this age group was in the family related group. This age group also had the largest percentage of employees leaving for advancement or better pay.

Occupational Categories:

5. Over 33 percent of the employees who separated were members of the clerk and administrative support group. The second largest group, the high-technicals, comprised a little over 23 percent of the total number of employees that had separated since FY 1979. Within the high-technical group, 43 percent indicated that they were leaving for advancement or better pay, compared to about 19 percent of the clerk and administrative support group. Family related reasons were predominate among the clerk and administrative support employees that separated.

6. HRPS will maintain an up-to-date data file on Separation. If you have any additional questions or concerns, please call Nancy Dahl or myself on

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Attachment: Charts

Distrubition:

Original - Addressee w/att
1 - DD/PA&E w/att
1 - Chrono w/att
1 - HRPS MBO File w/att
1 - Separation File w/att
1 - NED MBO File w/oatt
1 - Stayback w/oatt
OP/HRPS/ [] jmr (7JUNE1984)

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SEPARATION REASONS

11:15 THURSDAY, MAY 31, 1984

RESIGN	FREQ	CUM. FREQ	PERCENT	CUM. PERCENT
FAMILY	457	457	27.65	27.65
OWN BUSINESS	35	492	2.12	29.76
CAREER CHANGE	411	903	24.86	54.63
UNHAPPY	288	1191	17.42	72.05
ADV/FINANCIAL	462	1653	27.95	100.00

FREQUENCY

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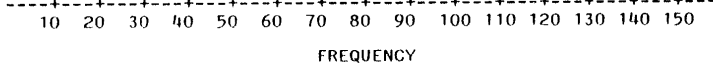
SEPARATION REASON BY DIRECTORATE

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FREQUENCY BAR CHART

RESIGN	DIR		FREQ	CUM. FREQ	PERCENT	CUM. PERCENT
FAMILY	DCI	*****	32	32	1.94	1.94
	DDA	*****	145	177	8.77	10.71
	DDI	*****	80	257	4.84	15.55
	DDO	*****	112	369	6.73	22.32
	DDST	*****	88	457	5.32	27.65
OWN BUSINESS	DCI	***	4	461	0.24	27.89
	DDA	****	10	471	0.60	28.49
	DDI	*	3	474	0.18	28.68
	DDO	***	8	482	0.48	29.16
	DDST	****	10	492	0.60	29.76
CAREER CHANGE	DCI	*****	25	517	1.51	31.28
	DDA	*****	126	643	7.62	38.90
	DDI	*****	81	724	4.90	43.80
	DDO	*****	83	807	5.02	48.82
	DDST	*****	96	903	5.81	54.63
UNHAPPY	DCI	*****	22	925	1.33	55.96
	DDA	*****	89	1014	5.38	61.34
	DDI	*****	60	1074	3.63	64.97
	DDO	*****	50	1124	3.02	68.00
	DDST	*****	67	1191	4.05	72.05
ADV/FINANCIAL	DCI	*****	28	1219	1.69	73.74
	DDA	*****	126	1345	7.62	81.37
	DDI	*****	100	1445	6.05	87.42
	DDO	*****	51	1496	3.09	90.50
	DDST	*****	157	1653	9.50	100.00



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SEPARATION REASON BY CAREER SERVICE

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RESIGN	SD	FREQ	CUM. FREQ	PERCENT	CUM. PERCENT
FAMILY	D	110	110	6.65	6.65
	E	35	145	2.12	8.77
	I	78	223	4.72	13.49
	M	153	376	9.26	22.75
	R	81	457	4.90	27.65
	U	0	457	0.00	27.65
OWN BUSINESS	D	6	463	0.36	28.01
	E	3	466	0.18	28.19
	I	4	470	0.24	28.43
	M	12	482	0.73	29.16
	R	10	492	0.60	29.76
	U	0	492	0.00	29.76
CAREER CHANGE	D	79	571	4.78	34.54
	E	23	594	1.39	35.93
	I	83	677	5.02	40.96
	M	135	812	8.17	49.12
	R	90	902	5.44	54.57
	U	1	903	0.06	54.63
UNHAPPY	D	47	950	2.84	57.47
	E	22	972	1.33	58.80
	I	60	1032	3.63	62.43
	M	92	1124	5.57	68.00
	R	66	1190	3.99	71.99
	U	1	1191	0.06	72.05
ADV/FINANCIAL	D	48	1239	2.90	74.95
	E	27	1266	1.63	76.59
	I	102	1368	6.17	82.76
	M	138	1506	8.35	91.11
	R	146	1652	8.83	99.94
	U	1	1653	0.06	100.00

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SEPARATION REASONS BY YEARS OF SERVICE

11:15 THURSDAY, MAY 31, 1984

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FREQUENCY BAR CHART

REASON	CIA YRS		FREQ	CUM. FREQ	PERCENT	CUM. PERCENT
FAMILY	0-4	! *****	230	230	13.91	13.91
	5-9	! *****	135	365	8.17	22.08
	10-14	! *****	67	432	4.05	26.13
	15-19	! ***	17	449	1.03	27.16
	20-24	! *	5	454	0.30	27.47
	25-29	!	0	454	0.00	27.47
	35 PLUS	! *	3	457	0.18	27.65
OWN BUSINESS	0-4	! ***	14	471	0.85	28.49
	5-9	! **	8	479	0.48	28.98
	10-14	! **	10	489	0.60	29.58
	15-19	!	2	491	0.12	29.70
	20-24	!	0	491	0.00	29.70
	25-29	!	1	492	0.06	29.76
	35 PLUS	!	0	492	0.00	29.76
CAREER CHANGE	0-4	! *****	253	745	15.31	45.07
	5-9	! *****	93	838	5.63	50.70
	10-14	! *****	38	876	2.30	52.99
	15-19	! ****	19	895	1.15	54.14
	20-24	! *	3	898	0.18	54.33
	25-29	!	0	898	0.00	54.33
	35 PLUS	! *	5	903	0.30	54.63
UNHAPPY	0-4	! *****	182	1085	11.01	65.64
	5-9	! *****	71	1156	4.30	69.93
	10-14	! *****	24	1180	1.45	71.39
	15-19	! **	9	1189	0.54	71.93
	20-24	!	0	1189	0.00	71.93
	25-29	!	0	1189	0.00	71.93
	35 PLUS	!	2	1191	0.12	72.05
ADV/FINANCIAL	0-4	! *****	235	1426	14.22	86.27
	5-9	! *****	114	1540	6.90	93.16
	10-14	! *****	69	1609	4.17	97.34
	15-19	! *****	30	1639	1.81	99.15
	20-24	! **	10	1649	0.60	99.76
	25-29	!	0	1649	0.00	99.76
	35 PLUS	! *	4	1653	0.24	100.00

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SEPARATION REASONS BY 5-YEAR AGE GROUPS
FY 1979 THOROUGH MID-YEAR FY 1984

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FREQUENCY BAR CHART

REASON	AGEGRP	FREQ	CUM. FREQ	PERCENT	CUM. PERCENT
FAMILY	18-19	17	17	1.03	1.03
	20-24	95	112	5.75	6.78
	25-29	127	239	7.68	14.46
	30-34	92	331	5.57	20.02
	35-39	51	382	3.09	23.11
	40-44	25	407	1.51	24.62
	45-49	26	433	1.57	26.19
	50-54	13	446	0.79	26.98
	55-59	11	457	0.67	27.65
	60-64	0	457	0.00	27.65
	OWN BUSINESS	18-19	0	457	0.00
20-24		1	458	0.06	27.71
25-29		4	462	0.24	27.95
30-34		9	471	0.54	28.49
35-39		13	484	0.79	29.28
40-44		6	490	0.36	29.64
45-49		2	492	0.12	29.76
50-54		0	492	0.00	29.76
55-59		0	492	0.00	29.76
60-64		0	492	0.00	29.76
CAREER CHANGE		18-19	9	501	0.54
	20-24	84	585	5.08	35.39
	25-29	107	692	6.47	41.86
	30-34	101	793	6.11	47.97
	35-39	55	848	3.33	51.30
	40-44	36	884	2.18	53.48
	45-49	12	896	0.73	54.20
	50-54	5	901	0.30	54.51
	55-59	2	903	0.12	54.63
	60-64	0	903	0.00	54.63
	UNHAPPY	18-19	3	906	0.18
20-24		69	975	4.17	58.98
25-29		75	1050	4.54	63.52
30-34		48	1098	2.90	66.42
35-39		37	1135	2.24	68.66
40-44		28	1163	1.69	70.36
45-49		11	1174	0.67	71.02
50-54		11	1185	0.67	71.69
55-59		3	1188	0.18	71.87
60-64		3	1191	0.18	72.05
ADV/FINANCIAL		18-19	2	1193	0.12
	20-24	87	1280	5.26	77.43
	25-29	121	1401	7.32	84.75
	30-34	85	1486	5.14	89.90
	35-39	91	1577	5.51	95.40
	40-44	48	1625	2.90	98.31
	45-49	21	1646	1.27	99.58
	50-54	4	1650	0.24	99.82
	55-59	3	1653	0.18	100.00
	60-64	0	1653	0.00	100.00

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SEPARATION REASONS BY OCCUPATION GROUPS

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FREQUENCY BAR CHART

OCGRP	RESIGN	FREQ	CUM. FREQ	PERCENT	CUM. PERCENT	
POLICY	FAMILY	!	1	0.06	0.06	
	OWN BUSINESS	!	0	0.00	0.06	
	CAREER CHANGE	!*	3	0.18	0.24	
	UNHAPPY	!*	6	0.36	0.60	
	ADV/FINANCIAL	!*	4	0.24	0.85	
PERSONELL/ADMIN	FAMILY	!***	13	0.79	1.63	
	OWN BUSINESS	!	2	0.12	1.75	
	CAREER CHANGE	!***	8	0.48	2.24	
	UNHAPPY	!*	3	0.18	2.42	
	ADV/FINANCIAL	!*	6	0.36	2.78	
TRAINEE	FAMILY	!*	5	0.30	3.09	
	OWN BUSINESS	!	0	0.00	3.09	
	CAREER CHANGE	!	2	0.12	3.21	
	UNHAPPY	!	2	0.12	3.33	
	ADV/FINANCIAL	!*	3	0.18	3.51	
HI-TECH	FAMILY	!*****	64	3.87	7.38	
	OWN BUSINESS	!*	6	0.36	7.74	
	CAREER CHANGE	!*****	92	5.57	13.31	
	UNHAPPY	!*****	52	3.15	16.45	
	ADV/FINANCIAL	!*****	167	439	10.10	26.56
OPERATIONS	FAMILY	!*****	25	464	1.51	28.07
	OWN BUSINESS	!	2	466	0.12	28.19
	CAREER CHANGE	!*****	29	495	1.75	29.95
	UNHAPPY	!****	22	517	1.33	31.28
	ADV/FINANCIAL	!***	16	533	0.97	32.24
ANALYSTS	FAMILY	!*****	40	573	2.42	34.66
	OWN BUSINESS	!*	7	580	0.42	35.09
	CAREER CHANGE	!*****	61	641	3.69	38.78
	UNHAPPY	!*****	50	691	3.02	41.80
	ADV/FINANCIAL	!*****	65	756	3.93	45.74
COMMUNI-CATIONS	FAMILY	!***	15	771	0.91	46.64
	OWN BUSINESS	!	2	773	0.12	46.76
	CAREER CHANGE	!*****	25	798	1.51	48.28
	UNHAPPY	!***	13	811	0.79	49.06
	ADV/FINANCIAL	!***	13	824	0.79	49.85
TECHNICAL	FAMILY	!*	7	831	0.42	50.27
	OWN BUSINESS	!	0	831	0.00	50.27
	CAREER CHANGE	!	2	833	0.12	50.39
	UNHAPPY	!	2	835	0.12	50.51
	ADV/FINANCIAL	!*	3	838	0.18	50.70
WAGE/LOGISTICS	FAMILY	!*****	27	865	1.63	52.33
	OWN BUSINESS	!*	3	868	0.18	52.51
	CAREER CHANGE	!*****	44	912	2.66	55.17
	UNHAPPY	!****	20	932	1.21	56.38

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SEPARATION REASONS BY OCCUPATION GROUPS

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FREQUENCY BAR CHART

OCCGRP	REASON	FREQ	CUM. FREQ	PERCENT	CUM. PERCENT
OCGRP	ADV/FINANCIAL	38	970	2.30	58.68
	FAMILY	227	1197	13.73	72.41
CLERKS/ADMIN SUP	OWN BUSINESS	5	1202	0.30	72.72
	CAREER CHANGE	111	1313	6.72	79.43
	UNHAPPY	91	1404	5.51	84.94
	ADV/FINANCIAL	115	1519	6.96	91.89
	FAMILY	30	1549	1.81	93.71
OTHER	OWN BUSINESS	5	1554	0.30	94.01
	CAREER CHANGE	27	1581	1.63	95.64
	UNHAPPY	25	1606	1.51	97.16
	ADV/FINANCIAL	25	1631	1.51	98.67
	FAMILY	0	1631	0.00	98.67
LEGAL	OWN BUSINESS	1	1632	0.06	98.73
	CAREER CHANGE	0	1632	0.00	98.73
	UNHAPPY	0	1632	0.00	98.73
	ADV/FINANCIAL	0	1632	0.00	98.73
	FAMILY	3	1635	0.18	98.91
DUMP	OWN BUSINESS	2	1637	0.12	99.03
	CAREER CHANGE	7	1644	0.42	99.46
	UNHAPPY	2	1646	0.12	99.58
	ADV/FINANCIAL	7	1653	0.42	100.00
	FAMILY	0	1653	0.00	100.00

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OBJECTIVE AND ACTION PLAN

OBJECTIVE NO. FY 1984-5	OFFICE OP/HRPS	RESPONSIBLE OFFICER	FY		FY RESOURCE ESTIMATE		PERIOD		STATUS					
			WKYR	DOLLARS			+ =		STAT					
OBJECTIVE Improve the Retention Rate for Employees: The key element to any Agency success is obviously its personnel, and the Agency's career system and clearance process both require a heavy investment in its employees. Therefore, any actions that reduce the dissatisfiers behind attrition will improve morale, save employee investments, and reduce productivity slack. This objective will involve an analysis of Agency attrition patterns as well as the development of recommendations for reducing employee attrition.							OCT - DEC							
							JAN - MAR							
							APR - JUN							
							JUL - SEP							
							+ EXCEEDING PLAN							
							= MEETING PLAN							
							< BEHIND PLAN							
ACTION PLAN (Milestones)			COMPLETION MONTH: SCHEDULED O; ACTUAL X											
			OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
<ul style="list-style-type: none"> °Develop data on attrition rates: <ul style="list-style-type: none"> °By organization, to component level °By SD, to panel level °By subcategory (by ORG and by SD) °Resolve data discrepancies °Develop data on the causes of attrition: <ul style="list-style-type: none"> °By organization °By SD °By subcategory °By occupation °By service °By age °Prepare a strategic plan to reduce attrition: <ul style="list-style-type: none"> °Size major attrition targets °Develop attrition reduction alternatives °Prepare recommendations 						0 X								
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Improve the quality of life for employees

OBJECTIVE NO. FY 1984-5	OFFICE OP/HRPS	RESPONSIBLE OFFICER	FY		FY RESOURCE ESTIMATE		PERIOD		STATUS					
			WKYR	DOLLARS			OCT - DEC	+	=	STAT				
OBJECTIVE: Improve the Retention Rate for Employees: The key element to any Agency success is obviously its personnel, and the Agency's career system and clearance process both require a heavy investment in its employees. Therefore, any actions that reduce the dissatisfiers behind attrition will improve morale, save employee investments, and reduce productivity slack. This objective will involve an analysis of Agency attrition patterns as well as the development of recommendations for reducing employee attrition.							JAN - MAR							
							APR - JUN							
							JUL - SEP							
							+ EXCEEDING PLAN							
							= MEETING PLAN							
							< BEHIND PLAN							
ACTION PLAN (Milestones)			COMPLETION MONTH: SCHEDULED O; ACTUAL X											
			OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
°Develop data on attrition rates: °By organization, to component level °By SD, to panel level °By subcategory (by ORG and by SD) °Resolve data discrepancies					0 X									
°Develop data on the causes of attrition: °By organization °By SD °By subcategory °By occupation °By service °By age					0 X		0							
°Prepare a strategic plan to reduce attrition: °Size major attrition targets °Develop attrition reduction alternatives °Prepare recommendations									0	0				

OBJECTIVE AND ACTION PLAN

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 OBJECTIVE AND ACTION PLAN

OBJECTIVE NO. FY 1984-6	OFFICE OP/HRPS & ID	RESPONSIBLE OFFICER	FY	FY RESOURCE ESTIMATE		PERIOD		STATUS								
				WKYR	DOLLARS			+	=							
OBJECTIVE Time-in-Grade Consistency: One of the common conceptions about Agency career tracks, is that there is a considerable variation in the time-in-grade experienced by employees prior to promotion. By reviewing the component policies and experience in time-in-grade prior to employee promotions, and explaining or resolving any differences, employee confidence and morale will be reinforced.						OCT - DEC										
						JAN - MAR										
						APR - JUN										
						JUL - SEP										
						+ EXCEEDING PLAN										
						= MEETING PLAN										
						< BEHIND PLAN										
ACTION PLAN (Milestones)				COMPLETION MONTH: SCHEDULED O; ACTUAL X												
				OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	
°Develop statistics showing component time-in-grade experience for FY 1983. °By sex, by grade, by subcategory, by SD °Survey Directorate Personnel Officers to determine the component minimum, and working, time-in-grade guidelines. °Identify areas of differences in policies or experience, or both. °Prepare a proposal which provides recommendations for explaining or resolving component time-in-grade variations.								OX								
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									0							
										0						

Establish consistency in application of agency personnel matter

B. Review time-in-grade policies & practices

OBJECTIVE NO.	OFFICE	RESPONSIBLE OFFICER	FY	FY RESOURCE ESTIMATE		PERIOD	STATUS							
				WKYR	DOLLARS		+	=	<					
1	OP/HRPS & ID					OCT - DEC								
OBJECTIVE: <i>Time-in-Grade Consistency: One of the common conceptions about Agency career tracks, is that there is a considerable variation in the time-in-grade experienced by employees prior to promotion. By reviewing the component policies and experience in time-in-grade prior to employee promotions, and explaining or resolving any differences, employee confidence and morale will be reinforced.</i>						JAN - MAR								
						APR - JUN								
						JUL - SEP								
						+ EXCEEDING PLAN								
						= MEETING PLAN								
						< BEHIND PLAN								
ACTION PLAN (Milestones)			COMPLETION MONTH: SCHEDULED O; ACTUAL X											
			OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
°Develop statistics showing component time-in-grade experience for FY 1983. °By sex, by grade, by subcategory, by SD							OX							
°Survey Directorate Personnel Officers to determine the component minimum, and working, time-in-grade guidelines.							0							
°Identify areas of differences in policies or experience, or both.								0						
°Prepare a proposal which provides recommendations for explaining or resolving component time-in-grade variations.								0						